United Nations E/ICEF/2018/3

Economic and Social Council

Distr.: General
11 December 2017
English
Original: Arabic/Chinese/English/French/Russian/Spanish

For decision

United Nations Children's Fund
Executive Board
First regular session 2018
6–8 February 2018
Item 7 of the provisional agenda*

Plan for global evaluations, 2018–2021

Summary

The plan for global evaluations, 2018–2021 is aimed at contributing to the deepening of organizational accountability and learning in support of the UNICEF Strategic Plan, 2018–2021, the Sustainable Development Goals and the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 71/243 (QCPR)).

The plan builds upon the analysis of lessons learned from the plan for global thematic evaluations, 2014–2017; recommendations from recent assessments of the evaluation function in UNICEF; the evaluation requirements of the Strategic Plan, 2018–2021; the 2030 Agenda for Sustainable Development; the 2016 QCPR; costed evaluation plans approved by the Executive Board of UNICEF as part of country programmes of cooperation; and extensive consultation with the organization and with key United Nations partners.

The plan presents an approach to evaluating various aspects of the work of UNICEF. Overarching issues will be addressed through the evaluation of the Strategic Plan, the UNICEF Gender Action Plan, 2018–2021, country programmes, Level 3 emergencies and the UNICEF review of development effectiveness, among others. In addition, there is a strong focus on the evaluation of sectoral issues as well as cross-sectoral ones, such as education in emergencies and child protection systems. Furthermore, the plan covers joint evaluations with sister United Nations agencies and other partners.

By focusing on some of the key constraints to improving the well-being of the most disadvantaged children everywhere, the plan reflects the principles of the 2030 Agenda, in particular the pledge to leave no one and no child behind and to reach the farthest behind first. A notable shift, compared with previous plans, is the increased emphasis on evaluating the work of UNICEF and partners in humanitarian situations.

* E/ICEF/2018/1

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A second shift is the increased attention to evaluability assessment, which will provide evidence for timely programme adjustments.

The plan builds upon the recommendations of the United Nations Evaluation Group peer review of the evaluation function of UNICEF, as well as guiding principles derived from the 2030 Agenda and the 2016 QCPR.

The Executive Board is requested to adopt the draft decision relating to evaluation contained in section XIII.

I. Introduction

1. The plan for global evaluations, 2018–2021 presents the priorities for corporate evaluations to be conducted by the Evaluation Office. While the plan takes into consideration the breadth of the organization's work, it does not cover the significant evaluation efforts undertaken at the regional and country levels. Country-level evaluations are described in the costed evaluation plans that are annexed to every country programme document that is approved by the Executive Board. Regional offices carry out multi-country evaluations and support the country offices to execute the costed evaluation plans.

2. In addition to the priorities for corporate evaluations, the plan describes the types of support that the Evaluation Office provides, including the ways in which the Office strengthens quality assurance for and technical support to all levels of the organization. The Office adds value in carrying out such activities in a manner that is impartial, timely and responsive to diverse humanitarian and development challenges.

3. To ensure adequate learning and accountability, the plan for global evaluations is organized according to the Goal Areas, change strategies and enablers of the Strategic Plan. By focusing on some of the key constraints to improving the well-being of the most disadvantaged children everywhere, the plan reflects the principles of the 2030 Agenda for Sustainable Development, in particular, the pledge to leave no one and no child behind and to reach the farthest behind first.

4. Although set within a four-year time frame, the plan will be adjusted as necessary to cover issues that emerge in the course of the implementation of the Strategic Plan, including those related to new emergencies. The Executive Board will be duly informed of emerging issues as they arise. The plan will also be adjusted, if necessary, on the basis of the report of the Secretary-General on the United Nations working together.

II. The changing context

5. The UNICEF Strategic Plan, 2018–2021 identifies significant gaps in the achievement of the global accords[1] for many of the world's 2.3 billion children. The nature of these gaps requires a deeper understanding of what is and is not working for children and how UNICEF and partners can effectively accelerate progress.

6. The 2030 Agenda provides for intersectoral, multi-stakeholder and country-led approaches to achieving the Sustainable Development Goals. Many countries have ascended to middle- or high-income status, with changing needs and expectations. Meanwhile, there has been a sharp rise in the number, intensity and duration of conflicts and humanitarian crises, in some cases sparking mass migrations.

7. In accordance with the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 71/243 (QCPR)) and the subsequent reform agenda of the Secretary-General,[2] which is under consideration by Member States, the entities of the United Nations

[1] Global accords on sustainable development (2030 Agenda for Sustainable Development), financing for development (Addis Ababa Action Agenda of the Third International Conference on Financing for Development), climate change (Paris Agreement), and urbanization (United Nations Conference on Housing and Sustainable Urban Development (Habitat III)), the Sendai Framework for Disaster Risk Reduction 2015–2030 and related actions, including recommendations from the 2016 World Humanitarian Summit.

[2] Report of the Secretary-General on repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all (A/72/124–E/2018/3), which notes that the comprehensive and integrated nature of the Sustainable Development Goals demands more independent and coordinated assessments and evaluations by the United Nations development system.

development system are expected to work together more coherently to strengthen evaluations and the evaluation capacity of countries. Expectations related to transparency, value for money and results are high among Member States.

8. All of this presents opportunities for UNICEF to make strategic choices, demonstrate effective and efficient programme and operational performance and show measurable impact that can be plausibly attributed to its efforts. The evaluation function has a key role to play in making use of these opportunities. It provides impartial validation of strategic choices and programme performance and results as well as meaningful feedback on operational effectiveness and efficiency. With this in mind, the proposed evaluations have been derived from a careful analysis of the areas in which evaluation evidence is required in support of achieving the targets of the Strategic Plan and the 2030 Agenda.

9. The plan is also in support of General Assembly resolution 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level, particularly in providing evaluation evidence on the child-focused Sustainable Development Goals that will be reviewed by the high-level political forum on sustainable development.

10. Overall, the plan is aimed at ensuring a good mix of evaluation products focusing on areas in which corporate investment is high, that are of strategic importance or in which UNICEF engagement is relatively new, thus requiring more learning.

III. Lessons learned

11. The plan for global thematic evaluations, 2014–2017 was presented to the UNICEF Executive Board in 2014, covering the period of the Strategic Plan, 2014–2017, and was subsequently updated in 2016.

12. Several independent reviews in recent years have provided useful insights and lessons learned about the performance of the evaluation function in UNICEF. These have also shaped the plan for global evaluations, 2018–2021. Specifically, the plan will be especially focused on addressing lessons learned and recommendations from:

(a) The 2017 United Nations Evaluation Group (UNEG) peer review of the evaluation function of UNICEF and its management response, which included recommendations on ensuring a balance in the coverage of evaluations; improving quality; preparing a plan for global evaluations that builds upon country-level costed evaluation plans; and working with United Nations partners to accelerate national evaluation capacity development;

(b) The 2015–2016 Multilateral Organization Performance Assessment Network's institutional assessment of UNICEF, which found that the overall quality of UNICEF evaluations, which are supported by robust quality-assurance systems, was improving. The assessment observed, however, that the extraction and use of lessons from evaluations was neither systematic nor comprehensive. It also raised concerns about the coverage of evaluations;

(c) The UNICEF review of development effectiveness, 2012–2015, which identified the need for greater emphasis on the use of evaluations as well as wider coverage of relevant programmes.

13. Furthermore, the increasing attention by UNICEF to humanitarian crises should be backed by timely evaluations for improved learning and accountability. The response of UNICEF to crises grew from 294 humanitarian situations in 98 UNICEF country offices in 2014 to 344 humanitarian situations in 108 country offices in 2016. Particular focus on evaluating the work of UNICEF in humanitarian situations is therefore imperative in order to improve the delivery of programmes.

14. These lessons also require innovative evaluation tools and approaches tailored to a range of different contexts. The better use of learning from evaluation evidence requires evaluation processes and products that are timely and responsive to organizational demands and needs. More emphasis on developing capacity to plan and manage useful, effective, high-quality evaluations throughout the organization will support increased learning, improved performance and better results.

15. The plan is aimed at addressing these lessons by ensuring a balance in the selection of evaluation topics across all areas of the Strategic Plan as well as relevance to the programming challenges, especially at the country level.

IV. Guiding principles

16. The UNEG norms of utility, credibility and independence form the key pillars of the plan, which has been prepared on the basis of the objective analysis of country programme costed evaluation plans, the Strategic Plan, 2018–2021, the Gender Action Plan, 2018–2021, and consultations within the organization and with United Nations partners. Human rights principles and standards and gender equality considerations will be integral parts of each of the proposed evaluations.

17. In addition, the proposed evaluations will be informed by considerations of strategies to scale up proven interventions; integrated approaches to delivery; and the participation of stakeholders, including children.

18. The evaluation of humanitarian assistance is mainstreamed in each component of the plan. The plan also provides for the evaluation of the UNICEF response to Level 3 humanitarian situations. It further commits to building evaluation evidence on bridging the humanitarian-development divide.

19. Overall, the plan is aimed at ensuring that the Evaluation Office works on a mix of evaluation products focusing on the effectiveness, efficiency and sustainability of programmes.

20. The plan is aligned with the Strategic Plan, 2018–2021 in order to provide to managers the evidence needed to improve learning and accountability. As discussed in the next section, the plan includes priorities under each of the five Goal Areas of the Strategic Plan as well as the change strategies and enablers (organizational performance factors). Furthermore, the plan covers the cross-cutting priorities of the Strategic Plan, namely, humanitarian action and gender equality.

21. The plan is informed by the 2013 evaluation policy of UNICEF and the 2017 UNEG peer review of the evaluation function of UNICEF. The plan takes note of Executive Board decision 2017/17 welcoming the commitment of UNICEF to develop a revised evaluation policy, which will be presented at the annual session of the Executive Board in June 2018.

22. The plan responds to the demands of the 2030 Agenda for rigorous evidence, informed by country-led evaluations, that is high-quality, accessible, timely and reliable, and to the 2016 QCPR provision for national evaluation capacity development in partnership with other United Nations entities.

V. Objectives

23. The plan for global evaluations is aimed at fostering organization-wide learning about what works and does not work for achieving results for children. It will strengthen evidence-based decision-making by national policymakers and programme managers by providing timely and dependable feedback on what is working well and any shortcomings. The plan is also aimed at enhancing corporate accountability for results for children. Corporate

evaluations will strengthen the oversight of the organization and further enhance transparent and accountable governance.

24. To this end, a menu of evaluation products is proposed below, including: (a) global thematic evaluations; (b) evaluation syntheses and reviews; and (c) evaluability assessments of relatively new programmes, as well as (d) initiatives whose design does not readily lend itself to evaluation. In addition, the plan contains a description of the ways in which the organization's capacity for managing evaluations will be strengthened.

VI. Criteria for the prioritization of evaluation topics

25. On the basis of recent experience, the plan contains two sets of criteria to prioritize evaluation topics and products, namely: context and feasibility.

26. The contextual criteria are:

(a) Use: the timing and design of evaluations are explicitly linked to and intended to influence initiatives of UNICEF and partners as well as joint programmes with United Nations entities; the proposed evaluations respond to the need to deliver evidence and analysis that add to the existing body of knowledge, while avoiding duplication;

(b) Organizational investment: substantial investments have been or are being made by the organization in the area of work;

(c) Relevance: the evaluation directly and substantively links to the UNICEF Strategic Plan, 2018–2021 and to the organization's commitment to the 2030 Agenda; tackles programmes with the potential for scale-up and with greater opportunities for corporate learning; is relevant to different programme development environments; and represents well the diverse operational context within which UNICEF works;

(d) Demand: the evaluation addresses key issues identified by various levels of the organization and partners, as documented by the analysis of the evaluation topics included in the costed evaluation plans of country programmes of cooperation;

(e) Geographical and sectoral coverage: the evaluation reflects the diversity of UNICEF programmes in terms of geography and sectoral or thematic focus;

(f) Risks and evaluation history: the evaluation covers new or emerging areas of engagement and tackles unaddressed strategic programme areas of country programmes of cooperation, especially those without an evaluation at the corporate level in the past three to five years. It also addresses areas in which UNICEF may be facing high levels of risk, including operations in unstable environments.

27. The feasibility criteria include:

(a) Causality, attribution and contribution: the evaluation represents an opportunity to focus on the unique contributions of UNICEF to the delivery of results for children;

(b) Impact: the topic offers a viable opportunity to trace the programme logic through to effectiveness and impact measurement;

(c) Evaluability: the area of work can be evaluated both in principle (i.e., there is a clear programme logic or theory of change) and in practice (i.e., measures, including proxies, have been developed and data collected in association with programme logic).

28. On the basis of the above-mentioned criteria and the analysis of country costed evaluations; lessons learned from the previous evaluation plans; the guiding principles; and structured consultations with key stakeholders, including the Global Evaluation Committee and other United Nations agencies, the Evaluation Office proposes a set of topics and accompanying evaluations as the core of the plan for global evaluations, 2018–2021.

VII. Evaluation products

29. The plan for global evaluations includes a range of evaluation products to be delivered by the Evaluation Office:

(a) *Thematic evaluations of strategic topics or themes* focus on the key elements of the Strategic Plan, 2018–2021 in relation to the relevance and coherence of programmes and the effectiveness and efficiency of their implementation. The outcomes, impact and sustainability of the work of UNICEF will also be assessed through thematic evaluations. Thematic evaluations will comprise both summative and formative evaluations, depending upon the stage of programme implementation. They may also involve case studies that cover an entire country programme or thematic issue across several country programmes in order to enhance the usefulness of evaluations, especially for national partners, and to foster cross-country learning;

> *Summative* evaluations are usually conducted towards the end or upon the mature and robust implementation of an intervention to determine to what extent expected results have been achieved (and whether there are significant unintended consequences) for the purposes of accountability and to inform the future design and delivery of similar interventions.
>
> *Formative* evaluations are conducted during implementation with a view to helping to improve performance. Many summative evaluations have a formative aspect insofar as they inform future phases of an intervention or guide new interventions of a similar kind; equally, formative evaluations may have summative elements assessing early phases of implementation.

(b) *Evaluation syntheses and reviews* examine evaluation evidence on a particular topic or theme in terms of coverage and quality, draw together key findings and lessons, and present general conclusions and recommendations. Country-level and multi-country evaluations are important sources of evidence for evaluation syntheses;

(c) *Evaluability assessments* will focus on readiness for evaluation both in principle (i.e., the robustness of the theory of change or programme logic) and in practice (i.e., the robustness of performance measures and data availability and quality) and on the conduciveness of the context. Evaluability assessments will be expanded to include value-for-money considerations in programme design and roll-out. By focusing on the robustness of the design, evaluability assessments will contribute to the likelihood of achieving programme targets.

30. The plan for global evaluations comprises the following products: in addition to evaluations of Level 3 emergencies, there are 22 evaluations (including 11 rolled over from the previous plan); seven evaluability assessments (including one rolled over from the previous plan); and three evaluation reviews and syntheses. The total number of evaluation products represents an increase of 11 products from the previous plan period. Ongoing evaluations that have been rolled over from the previous plan are marked with a footnote.

31. The proposed evaluations will provide evidence on achievements related to the five Goal Areas as well as to the change strategies and enablers of the Strategic Plan, 2018–2021. The distribution of topics is listed in table 1.

Table 1
Distribution of evaluation topics

UNICEF Strategic Plan, 2018–2021 component	*Number of evaluation products*
Goal Area 1: Every child survives and thrives	6
Goal Area 2: Every child learns	6
Goal Area 3: Every child is protected from violence and abuse	5
Goal Area 4: Every child lives in a clean and safe environment	4
Goal Area 5: Every child has an equitable chance in life	3 (Equity will be mainstreamed in all evaluations.)
Humanitarian action as a cross-cutting priority	3 (Evaluation of UNICEF work in humanitarian situations will also be mainstreamed in all Goal Areas, in addition to the evaluation of Level 3 emergencies.)
Gender equality as a cross-cutting priority	Evaluation of the Gender Action Plan, 2018–2021 (Gender equality will also be mainstreamed in all Goal Areas.)
Change strategies and enablers	4 (Change strategies and enablers will also be mainstreamed in all other evaluations.)
Joint evaluation products with other United Nations agencies	5 (The joint evaluation products will also be included in the Strategic Plan components listed above.)

32. Table 2 presents the priority evaluation topics and the ways in which they will be sequenced in the four years covered by the plan. While most of the evaluation products will be commissioned and managed by the Evaluation Office, joint evaluations undertaken in collaboration with other agencies will typically require shared costs and joint management. Ongoing evaluations that have been rolled over from the previous plan are marked with a footnote.

33. The evaluation of humanitarian action is included for each Goal Area. In addition, the plan makes a provision for evaluating Level 3 emergencies at the corporate level, while working with regional offices to evaluate Level 2 emergencies.

34. Joint evaluations with other United Nations entities will yield at least five evaluation products. In addition, UNICEF is working with sister United Nations agencies to increase collaboration in the design and execution of evaluations, to support efforts by the Secretary-General towards system-wide strengthening and coordination of evaluations and to jointly support national evaluation capacity development. UNICEF will also actively support the evaluation of the UNEG Strategy 2014–2019.

Table 2
Evaluation topics and products proposed for the plan for global evaluations, 2018–2021

Evaluation topic	*Year of completion/submission*			
Every child survives and thrives				
Evaluation of the H4+ Joint Programme (the joint initiative[a] of six United Nations agencies[b] for technical support of the Global Strategy for Women's, Children's and Adolescents' Health)[c]	2018			
Evaluation of UNICEF strategies and programmes to reduce stunting in children under 5 years of age[c]	2018			
Evaluation of the UNICEF programme on the prevention of mother-to-child transmission of HIV and paediatric AIDS[c]	2018			
Evaluation of the UNICEF contribution to health systems strengthening[c]		2019		
Evaluability assessment of scaling up early stimulation and care			2020	
Evaluation of UNICEF work in public health emergencies				2021
Every child learns				
Evaluation of the UNICEF contribution to girls' education[c]	2018			
Evaluation of the Out-of-School Children Initiative[c]	2018			
Evaluation of the UNICEF contribution to education in humanitarian situations			2020	
Evaluation of the UNICEF contribution to improved teaching and learning			2020	
Evaluation of the UNICEF contribution to early learning				2021
Evaluability assessment of scaling up inclusive education for children with disabilities				2021
Every child is protected from violence and exploitation				
Joint evaluability assessment (2018[c]) and independent midterm review (2019) of the UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage	2018	2019		
Strengthening child protection systems: evaluation of UNICEF strategies and programme performance[c]		2019		
Evaluability assessment of child protection in conflict situations		2019		
Evaluation of the UNICEF-UNFPA joint programme on female genital mutilation/cutting			2020	
Evaluation of UNICEF work in strengthening civil registration and vital statistics systems				2021
Every child lives in a safe and clean environment				
Evaluation of UNICEF drinking water supply programming in rural areas and small towns (2006–2016)[c]	2018			
Evaluability assessment of UNICEF work on children in cities		2019		
Evaluation of the provision of water, sanitation and hygiene in humanitarian situations			2020	
Evaluation of the UNICEF contribution to strengthening the enabling environment for water, sanitation and hygiene				2021
Every child has an equitable chance in life				
Evaluability assessment of adolescent participation and empowerment		2019		
Evaluation of approaches to social protection programming in humanitarian situations, including cash-based programming			2020	
Children on the move: synthesis of evaluations on the UNICEF contribution				2021
Humanitarian				
Towards improved emergency response: synthesis of UNICEF evaluations of humanitarian action 2010–2016[c]	2018			

Evaluation topic	*Year of completion submission*
Evaluation of the coverage and quality of the UNICEF humanitarian response in complex and high-threat environments[c]	2019
Evaluability assessment of the UNICEF contribution to enhancing humanitarian-development integration	2020
Evaluations of Level 3 emergencies	2018 2019 2020 2021
Change strategies and enablers	
Evaluation of innovation in the work of UNICEF	2018
Evaluation of the UNICEF Gender Action Plan	2019
Development effectiveness review of UNICEF	2020
Evaluation of the UNICEF Strategic Plan, 2018–2021 (Goal Areas, change strategies and enablers)	2020

[a] The initiative is known as the H4+ Joint Programme Canada and Sweden (2011–2016).
[b] The six agencies are the World Health Organization, UNICEF, the United Nations Population Fund, the World Bank, the Joint United Nations Programme on HIV/AIDS and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).
[c] Rolled over from the plan for global thematic evaluations, 2014–2017.

VIII. Other key priorities

Evaluating country programme results

35. The methodology for evaluating country programmes will be reviewed in 2018 and a revised approach tested in the period 2018–2019 for scale-up in subsequent years. This initiative is aimed at improving the focus on results achievement at the country level. The equity focus (leaving no child behind) will be a strong feature in the design and implementation of these evaluations. The revised methodology will improve the timeliness and coverage of the evaluations without undermining quality. It will also strengthen the links with the United Nations Development Assistance Framework (UNDAF) evaluations as UNICEF continues to play key roles in the evaluation of UNDAFs in various country contexts. For the purposes of improving coverage and upholding the norm on independence, these evaluations will be managed by the regional offices with support from the Evaluation Office.

Methodological studies

36. Methodological studies by the Evaluation Office provide guidance on addressing evaluation challenges encountered by UNICEF and partners, drawing on international best practices. The Office will continue to invest in methods and tools that deliver credible and timely evaluations.

Joint activities with United Nations development system entities

37. The UNICEF Evaluation Office will continue to promote joint evaluation work, covering both the development and humanitarian fields. Joint and inter-agency evaluations and capacity development will continue to be prioritized. UNICEF will continue to be a core member of the Inter-agency Humanitarian Evaluation group.

38. The UNICEF Evaluation Office has been a core member of UNEG since the group's creation and will continue to deepen its partnership with it. UNICEF staff have been active in revising the ethics code for evaluation in the United Nations system, as well as in the evaluation of the UNEG Strategy 2014–2019, among others. The Office is also currently a Co-Chair of EvalPartners, a global network that brings together United Nations agencies;

national, regional and global civil society organizations (CSOs); CSO networks; and a number of bilateral development agencies.[3]

Supporting national evaluation capacity development

39. General Assembly resolution 69/237 on building capacity for the evaluation of development activities at the country level, adopted in 2014, provides the framework to support countries to establish national evaluation systems for reporting progress towards the achievement of the Sustainable Development Goals. In its resolution, the General Assembly invited United Nations entities to support, upon request, efforts to further strengthen the capacity of Member States for evaluation in accordance with their national policies and priorities.

40. In 2017, the Evaluation Office initiated a mapping exercise on national evaluation capacities, which is expected to inform strategies undertaken with sister United Nations agencies, including capacity-development activities, technical assistance to countries, knowledge management and peer exchange.

Supporting evaluation partnerships

41. The Evaluation Office will continue to co-lead EVALSDGs[4] and serve as an active member of the EvalPartners' Management Group.[5] Through EVALSDGs, UNICEF will continue to support the preparation of voluntary national reviews.

42. In addition, the Evaluation Office will undertake a review of the effectiveness and efficiency of its partnerships strategy, including with EvalPartners, EVALSDGs, the Global Parliamentarians Forum for Evaluation and the Active Learning Network for Accountability and Performance in Humanitarian Action. It will increase its efforts to build partnerships at the regional level to support regional and country offices to more effectively contribute to national evaluation capacity development.

Enhancing evaluation quality and oversight

43. The Evaluation Office will seek to boost support to evaluation at the country- and regional-office levels through facilitation, guidance, tools, training and improved systems to enhance the quality, credibility and timeliness of evaluations and the purposeful application of evaluation results throughout the programme cycle. This work will also support the enhancement of evaluation skills and competencies among UNICEF staff and the establishment of an external evaluation advisory panel charged with providing technical advice upon request. To better enhance independence, the Office will seek to establish a pooled fund to reduce its reliance upon non-core resources (other resources) to fund evaluations.

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[3] See evalpartners.org.

[4] EVALSDGs is aimed at forming a strong evaluation partnership to inform, support, measure and assess development efforts around the Sustainable Development Goals.

[5] EvalPartners is managed by UNICEF and the International Organization for Cooperation in Evaluation, and supported by several partners, including International Development Evaluation Association; UN-Women; the United Nations Evaluation Group; the United Nations Development Programme; the International Labour Organization; the International Development Research Centre; the Rockefeller Foundation; BetterEvaluation; the Latin American Network of Evaluation, Systematization and Monitoring; the Programme for Strengthening the Regional Capacity for Evaluation of Rural Poverty-Alleviation Projects in Latin America and the Caribbean; the Agência Brasileira de Avaliaçao; the Sri Lanka Evaluation Association; and the International Program Evaluation Network.

Accelerating innovation and the use of evaluations

44. The acceleration of innovation in the use of evaluations will involve the further updating of user-friendly evaluation information systems, along with appropriate guidance and training, and integration with other corporate information systems in order to support innovation in knowledge management and oversight activities. This will include the further streamlining and strengthening of the Global Evaluation Reports Oversight System by means of integrating it into a comprehensive evaluation information system.

IX. Resource framework

45. The UNICEF integrated budget, 2018–2021 includes an approved provision of $11.6 million (excluding staff costs) for global evaluations and other key evaluation-related priorities. The other key evaluation-related priorities include (a) support for quality assurance; (b) technical guidance; (c) efforts to strengthen and professionalize the UNICEF evaluation function and underlying systems across the organization; and (d) the participation of the Evaluation Office in partnerships, networks and inter-agency initiatives aimed at strengthening and harmonizing evaluation within the United Nations system as well as in initiatives to develop national evaluation capacity. The $11.6 million figure includes both regular resources and other resources.

46. The global evaluations require funding of $7.77 million, which includes $4.07 million from regular resources and $3.7 million from other resources (see table 3). The Evaluation Office will undertake fundraising initiatives, including through thematic funding and the pool funding mechanism that was recommended by the 2017 UNEG peer review of the evaluation function of UNICEF.

Table 3
Annual resource framework for global evaluations, 2018–2021

	(In thousands of United States dollars)		
	Funding source		
Year	*RR*	*OR*	*Total*
2018	1 230	1 150	2 380
2019	1 320	950	3 270
2020	1 460	1 000	2 460
2021	60	600	660
Total	**4 070**	**3 700**	**7 770**

Abbreviations: RR = regular resources, OR = other resources (includes other resources emergency and other resources regular)
Note: The scope and implementation of OR-funded evaluations are subject to fundraising efforts.

47. Table 4 presents the resource framework for the evaluations listed in table 2. Table 4 includes evaluations that have been initiated and rolled over from the previous UNICEF integrated budget period (2014–2017) and will be submitted to the Executive Board in 2018. The rolled-over evaluations are budgeted at approximately $3.28 million.

Table 4
Resource framework by evaluation product, 2018–2021

Evaluation topic	*(In thousands of United States dollars)* *Funding required*		
	OR	*crb*	*Total*
Every child survives and thrives			
Evaluation of the H4+ Joint Programme (the joint initiative of six United Nations agencies for technical support of the Global Strategy for Women's, Children's and Adolescents' Health)[a]			(Staff cost only)
Evaluation of UNICEF strategies and programmes to reduce stunting in children under five years of age[a]			(322)
Evaluation of the UNICEF programme on the prevention of mother-to-child transmission of HIV and paediatric AIDS[a]			(520)
Evaluation of the UNICEF contribution to health systems strengthening[a]			(500)
Evaluability assessment of scaling up early stimulation and care	60	0	60
Evaluation of UNICEF work in public health emergencies	350	100	450
Every child learns			
Evaluation of the UNICEF contribution to girls' education[a]			(467)
Evaluation of the Out-of-School Children Initiative[a]			(358)
Evaluation of the UNICEF contribution to education in humanitarian situations	350	100	450
Evaluation of the UNICEF contribution to improved teaching and learning	350	100	450
Evaluation of the UNICEF contribution to early learning	350	100	450
Evaluability assessment of scaling up inclusive education for children with disabilities	60	0	60
Every child is protected from violence and exploitation			
Joint evaluability assessment of the UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage (2018)[a]			(134)
Independent midterm review of the UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage (2019)	0	100	100
Strengthening child protection systems: evaluation of UNICEF strategies and programme performance[a]			(376)
Evaluability assessment of child protection in conflict situations	60	0	60
Evaluation of the UNICEF-UNFPA joint programme on female genital mutilation/cutting	0	100	100
Evaluation of UNICEF work in strengthening civil registration and vital statistics systems	350	100	450
Every child lives in a safe and clean environment			
Evaluation of UNICEF drinking water supply programming in rural areas and small towns (2006-2016)[a]			(580)
Evaluability assessment of UNICEF work on children in cities	60		60
Evaluation of the provision of water, sanitation and hygiene in humanitarian situations	350	100	450
Evaluation of the UNICEF contribution to strengthening the enabling environment for water, sanitation and hygiene	350	100	450
Every child has an equitable chance in life			
Evaluability assessment of adolescent participation and empowerment	60	0	60
Evaluation of approaches to social protection programming in humanitarian situations, including cash-based programming	350	100	450

Evaluation topic	(In thousands of United States dollars) Funding required		
	RR	OR	Total
Children on the move: synthesis of evaluations on the UNICEF contribution	60	0	60
Humanitarian			
Towards improved emergency response: synthesis of UNICEF evaluations of humanitarian action 2010–2016[a]			(75)
Evaluation of the coverage and quality of the UNICEF humanitarian response in complex and high-threat environments[a]			(500)
Evaluability assessment of the UNICEF contribution to enhancing humanitarian-development integration	60	0	60
Evaluations of Level 3 emergencies	0	1 200	1 200
Change strategies and enablers			
Evaluation of innovation in the work of UNICEF[a]			(450)
Evaluation of the UNICEF Gender Action Plan	350	150	500
Development effectiveness review of UNICEF	150	0	150
Evaluation of the UNICEF Strategic Plan, 2018–2021 (Goal Areas, change strategies and enablers)	350	150	500
Evaluating country programme results	0	1 200	1 200

[a] Carried over and funded from the UNICEF integrated budget, 2014–2017

48. The resource framework is intended to be a general guide rather than a strict budget. Some flexibility is required to meet ad hoc demands that may arise in the course of a given year and for participation in joint evaluations. Contingency funds may be required to address emerging issues that are in line with the overall priorities of the plan.

X. Implementation

49. A consultative approach, engaging the stakeholders concerned, will be undertaken in order to ensure the timely implementation of the evaluations and to maximize the use of the results. The approach to planning and delivering evaluations will necessarily be iterative and multilayered. At the level of annual workplans, further scoping work and consultation will be undertaken to identify evidence gaps, demands and opportunities in particular areas, with a view to elaborating a relevant and feasible evaluation agenda. At the level of each individual evaluation, scoping and design work will establish a meaningful, feasible and economical approach. Methods will be identified according to the requirements of the topic, as part of the scoping and design phases of specific evaluations.

XI. Risks

50. Risks to the delivery of the evaluations set out in the plan include the following: (a) the mobilization of other resources falls short of targets; (b) the execution of evaluations is delayed; and (c) the implementation of recommendations from evaluations is low.

51. A key assumption is that other resources can be mobilized each year at the level proposed. The Evaluation Office will increase its efforts to mobilize other resources in a timely manner and will report on progress made in its annual report to the Executive Board on the evaluation function in UNICEF. Possible delays will be minimized by the frequent updating of the roster of consultants. Regarding the execution of evaluations, the Office will also strengthen the organization's capacity for evaluation management. Reference groups for evaluations will be expanded to include external experts to expedite the quality assurance

of evaluation products. The Office will work closely with UNEG and other United Nations agencies to respond to the evolving requirements of a system-wide approach to strengthening evaluations. Innovation and new technology will enhance the use of evaluation more broadly and facilitate the role of UNICEF in supporting national efforts to generate and use evaluation evidence.

XII. Reporting

52. Progress in the implementation of the plan for global evaluations, 2018–2021 will be reported in the annual report on the evaluation function in UNICEF, which is presented to the Executive Board each year.

XIII. Draft decision

The Executive Board

1. *Endorses* the plan for global evaluations, 2018–2021 (E/ICEF/2018/3);

2. *Takes note of* the evaluation synthesis report entitled "Towards improved emergency responses: synthesis of UNICEF evaluations of humanitarian action 2010–2016", and acknowledges its findings, conclusions and recommendations;

3. *Welcomes* the management response to the evaluation synthesis report (E/ICEF/2018/5);

4. *Also welcomes* the commitment of UNICEF to continue to improve its performance in humanitarian contexts;

5. *Requests* UNICEF to take the evaluation recommendations into account in future policy guidance and programming.